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17 APR 1969

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Support  
Deputy Director for Science & Technology

SUBJECT : Management Advisory Group (MAG)

1. I have reviewed with the Director the essence of our discussions over the past few weeks on the merits of the "Six O'Clock Group," which we will refer to in the future as the Management Advisory Group (MAG). The Director asked that we take prompt steps to establish the MAG.

2. The purposes of MAG will be substantially those which we discussed, namely:

-- To provide new opportunities for a dialogue between existing management and promising, responsible CIA officers.

-- To expose middle-grade officers to Agency capabilities, problems, limitations, and dynamics.

\* 2 -- To render an advisory service to management by identifying issues and problems, or commenting upon those already identified by management, with respect to Agency long-range planning and short-range plans, programs, and actions.

-- To provide vertical communication outside (but not in violation of) formal channels.

3. The immediate task is for you to nominate participants. I would like to receive your nominations no later than 5 May since I would hope that we could have our first session sometime in early June. In forwarding the names of your nominees, please indicate their grade, age, and current position. Also indicate whether you have chosen them to serve an initial period of six months or a full-year tour. In selecting your three (3) participants, please conform

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with the following criteria:

- a. One participant will be selected from each of the following age brackets: 30-35; 36-40; 41-45.
  - b. Participants should be selected from officers in Grades 12-16, preferably with none from your Directorate having the same grade.
  - c. Each should possess a recent pattern of Fitness Report evaluations of at least Strong and preferably Outstanding. It would be advantageous for participants to have attended the Midcareer Course or to have had some comparable experience of Agency orientation.
  - d. No participant will be an Executive Assistant of the DCI, DDCI, Executive Director, or a Deputy Director in that these individuals have adequate opportunities to convey views to management.
  - e. Officers should be selected who can serve a one-year tour. However, in order to provide continuity one officer from each Directorate and the DCI area will be designated to initially serve only a six-month tour.
4. I have alerted the Director of Security to process promptly the appropriate Codeword clearances for each participant. In forwarding the data on each nominee, please indicate active security clearance held by each.
5. Our current thinking is that at the outset MAG will meet bi-weekly. After an initial shakedown and get-acquainted period, the MAG participants may elect to meet on a monthly basis.
6. I think we are all in agreement that the effectiveness of MAG will be a direct function of the interest and dedication of the participants. I urge you to select those who not only can make a substantial contribution and have a genuine concern for improving the continued good health of the Agency, but who are also willing to devote a substantial number of extra hours to this endeavor.

/s/

L. K. White

Executive Director-Comptroller

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# EMPLOYEE BULLETIN

No. 429

26 November 1974

## THE CIA MANAGEMENT ADVISORY GROUP

1. The CIA Management Advisory Group (MAG) was established in June 1969 to provide assistance to the Director of Central Intelligence by identifying and making recommendations on issues and problems affecting Agency personnel and operations. MAG is not in any way a replacement for the command and staff channels available to the Director and his top management and has no formal guidelines or production responsibilities. It is free to meet as often as it wishes, take up any subject, and request any materials needed for its work. MAG reports to the Director through the Deputy Executive Secretary who also serves as its adviser. In addition to MAG, there are management advisory groups within each directorate. MAG concentrates on matters of concern to employees in all directorates and keeps abreast of the activities of the directorate management advisory groups to avoid duplication of effort.

2. MAG is composed of 14 officers who serve a one year tour. There are three members from each directorate and two from the DCI area. Members are chosen from among employees in ages 30 through 45 and in grades 12 through 16. Tours are staggered to ensure continuity of effort and expertise. If you wish to serve on MAG please contact your directorate career service management officer. Members are expected to attend meetings regularly and to participate actively in the administrative and substantive aspects of MAG.

3. The following is a representative sample of the activities in which MAG was involved during FY 1974:

a. MAG wrote a memorandum to the Director noting that some employees received no feedback after applying for a job vacancy, and suggested that the Office of Personnel or directorate personnel officers provide written notification to all applicants when the position has been filled. The suggestion was approved.

b. MAG conducted a survey of the Suggestion and Invention Awards Program and wrote a memorandum to the CIA Management Committee stressing both the strengths and weaknesses of the program. MAG also stressed that the program's ultimate success depends largely upon support from top and middle management. Management considered the survey to be of such value that it was summarized and disseminated in December 1973 as a DCI memorandum to all employees.

c. MAG submitted 18 specific recommendations to the Personnel Approaches Study Group which was developing an overall Agency policy on personnel management. The input from MAG and the directorate-level management advisory groups contributed to the "New Approaches to Personnel Management" enunciated by the Director in Employee Bulletin No. 397 dated 1 April 1974.

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d. MAG suggested to the Management Committee that GSA employees be given increased recognition. This resulted in an open house for GSA employees and the dissemination of information to Agency support officers about the contributions made by GSA employees.

4. Although MAG generates many of the subjects it considers, it needs input from Agency employees in every component and at every level. Ideas and suggestions should be on general topics that would improve the Agency's overall performance. (MAG is not the appropriate body to hear personal employee grievances since procedures for their adjudication already are established.) If you have an idea or suggestion that you wish MAG to consider, please either send it to MAG or call extension 4301 to obtain the name of a MAG member so that a personal meeting can be arranged. A tear-off portion of this notice is provided for your convenience. All contributions will be seriously considered and kept confidential to the extent the contributor desires.

DISTRIBUTION: ALL EMPLOYEES (1-6)

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